

Information Paper

SUBJECT: Validation of the Department of Defense (DoD) Civilian Leader Development Competency Model

BACKGROUND: The DoD Civilian Leader Development Competency Model was developed to serve as a blueprint for the deliberate development of the next generation of civilian leaders throughout the Department. In April 2007, the Defense Human Resources Board endorsed the model for implementation across DoD. The model will be used to assess the competency level of the current leadership cadre and pipeline, identify competency gaps, align DoD-wide and Component development opportunities and identify new curriculum requirements.

DISCUSSION:

- In March 2008, the Office of Personnel Management (OPM) Center for Talent Services validated the DoD Civilian Leader Development Competency Model. This was a critical first step toward implementing the competency model. This process is essential to ensure that we have properly identified all the leadership competencies that are critical for successful performance today and into the foreseeable future. Partnering with OPM, the validation study was accomplished using these sequential strategies:
 - OPM cross-walked the DoD model with the OPM Executive Core Qualifications (ECQs) and supporting competencies, all previously validated for use government-wide. Through this process, OPM determined that the following ten competencies, either unique to the DoD model or revised significantly from the OPM model, required further validation: External Awareness; Decisiveness; Problem Solving; Technology Management; Computer Literacy; Influencing/Negotiating; Enterprise-wide Perspective; Joint Perspective; National Security; and Continual Learning.
 - OPM analyzed data from a 2006 government-wide survey of supervisors and managers. Data from the approximately 300 DoD respondents were isolated and analyzed to provide additional support for the DoD model.
 - OPM facilitated three focus groups of subject matter experts (SME) from across DoD to collect additional validation data on the ten unique competencies. The SME panels rated the current importance of each competency at each of the four leadership levels (team leader, supervisor, manager, and executive).

- The final step was to conduct an on-line survey of a random sample of 17,300 DoD leaders. Respondents rated the ten DoD-specific competencies using three rating scales: current importance; future importance; and required at entry. The survey response rate was 42 percent. Analysis of the data indicates all competencies met the quantitative criteria to be considered “important” at all leadership levels. Further analysis shows that a majority of the competencies are expected to remain as important, or increase in importance, in the next three years.
- The results of the competency validation study support the DoD Civilian Leader Development Competency Model and its relevance to DoD leader positions across the continuum. This effort will enable us implement the competency model and complete the development of a DoD-unique leadership competency assessment tool. This tool will be used later this year to assess the proficiency of our current leaders, identify any systemic competency gaps, and develop plans to close those gaps.

RECOMMENDATION: None; for information only.